

PROFESSIONAL DEVELOPMENT AND TRAINING

Children's Division Professional Development and Training has been given the charge to research, develop, and deliver initial in-service training for all new Children's Services workers. Initial in-service courses are based on agency policy and include social work knowledge and skills needed to serve families and children. Since the initial and ongoing in-service courses are based in policy and practice, it is an ever-changing body of work. A training revision team updates the training curriculum frequently. Updates are based on changes in agency policy and are designed to enhance the content of the curriculum and improve skill acquisition and demonstration.

The Professional Development and Training Unit strives to enhance the Child Welfare Practice Basic Orientation Training for new staff by providing more concentrated focus on skills practice. Areas such as safety and risk assessment, case planning, Family Support Team meetings, and planning for permanency have been improved. Staff Training has also provided numerous in-service trainings to meet identified regional or circuit needs. However, it is also recognized that staff need more than classroom training to support good practice. The Professional Development and Training Unit has made great strides in partnering with other agencies, disciplines, and Universities to develop an enhanced training structure that will provide both initial in-service training, as well as, required ongoing in-service for staff. A new supervisory training with a clinical and administrative focus is underway for FY06.

As the agency moves forward in the next year, the Professional Development and Training Unit will continue to support a blended learning approach that includes competency based, skill focused classroom training, long distance/web based learning that supplements classroom training, and on the job training that is consistently provided, processed and evaluated by clinical field mentors and supervisors during daily interactions with staff.

Child Welfare Practice Basic Orientation Training

The initial in-service curriculum is titled Child Welfare Practice Training (CWPT). This training is provided to new Children's Division staff and new contracted agency staff. The initial in-service training process takes place during the first three months of employment and includes 129 hours of classroom training. It combines classroom teaching by Children's Division staff trainers with suggested on-the-job training that is under the direction of the first level supervisor. Reduced caseloads are recommended during this time. The emphasis of the supervisors is on reinforcement of competencies of skills taught in CWPT. Although the initial classroom training is completed within the first three months of employment, on the job training activities continue throughout the first year to develop newly hired staff.

There are five classes in this curriculum:

- **Family Centered Philosophy and Skills Training**

Participants are introduced to the agency role in responding to child abuse and neglect, the laws that govern our practice, the principles of family-centered, strengths based philosophy, and the basics of assessing a family through the use of assessment tools.

- **Child Abuse and Neglect Investigations/Family Assessments and Application of the Family Centered Philosophy and Skills for Intact Families**

Participants focus upon the identification of child abuse and neglect, the types of reports and referrals and screening process; the process of initiating and conducting investigations and family assessments; safety and risk assessments; conducting assessments of families; treatment planning, as well as the process for providing ongoing services for intact families.

- **Expedited Permanency and the Family Centered Out of Home Care Process**

Participants have an introduction to the impact of out of home placement on children and families, placement standards/policy/procedures, the guidelines of ASFA, how to plan for and expedite permanency, reasonable efforts, visitation issues, concurrent planning, and facilitating family support team meetings. Trainees also practice providing court testimony under direct examination and cross examination.

- **Children's Division Systems Training**

This computer class offers participants hands-on individual experience in entering, inquiring, and updating information in the Children's Services data system.

- **Reinforcement and Evaluation**

Trainees participate in skills practice using the techniques and skills learned during the previous CWPT classes. Trainees follow a family through a hotline report, assessment and treatment services, the out of home care process, reunification and the termination of services. Participants are evaluated during the session and written feedback is provided to their immediate supervisor upon completion of the class.

As of this date in SFY-05, a total of 58 classes of Child Welfare Practice Training have been conducted with an approximate 1,465 staff and contractors attending.

- Setting of the training activity - Contracted facility (i.e. hotel or agency conference rooms when possible)
- Duration category of training activity - full time (section 235.61)
- Provider of the training - Children's Division Professional Development and Training
- Approximate number of days /hours of the training - 129 hours over 5 weeks with approximately one week in between for OJT skill practice activities
- Audience to receive the training - All new Children's Division front line social services staff and contracted agency staff providing case management

- Description of the estimated total cost - approx. \$ 1,159,000 per year (12-18 sessions per year)
- Federal Title IV-E funding is allowable as one of the funding sources for this training (***with the exception of CA/N investigations***) and would be distributed based upon our Cost Allocation Plan and the results of the Random Moment Time Study. The following activities are addressed in this training –
 - ✓ Referral to services;
 - ✓ Preparation for and participation in judicial determinations;
 - ✓ Placement of the child;
 - ✓ Development of the case plan;
 - ✓ Case reviews;
 - ✓ Case management and supervision; and
 - ✓ Recruitment and licensing of foster homes and institutions.

Core In-service Modules for Front Line staff –SFY06

In addition to the CWP Basic Orientation for new front line staff, in SFY06, the Professional Development and Training Unit will begin offering 3 new core in-service modules that will be provided to new staff in their first year of employment. These in-service modules will serve as the next level of skill development for staff following completion of Basic Orientation and on the job experience. The modules will provide advanced concentrated skill building with an emphasis on core areas of agency policy and best practice.

Depending on the area of specialization, staff will be required to complete one or all of the following:

Investigation and Assessment Core In-service Training

Family Centered Services for Intact Families Core In-service Training

Family Centered Services in Out of Home Care Core In-service Training

- Setting of the training activity - Contracted facility (i.e. hotel or agency conference rooms when possible)
- Duration category of training activity - part time (section 235.61)
- Provider of the training - Children's Division Professional Development and Training
- Approximate number of days /hours of the training –
 - Investigation/Assessment module-** 40 hours offered 3 times per year
 - FCS module-** 24 hours offered 3 times per year
 - FCOOHC module-**24 hours offered 3 times per year
- Audience to receive the training - New Children's Division front line social services staff who have been on the job for 6-12months;Front line supervisory staff attend the supervisory portion only
- Description of the estimated total cost –
 - Investigation/Assessment Module -\$34,000 /yr
 - FCS Module- \$ 23,000 /yr
 - FCOOHC Module- \$ 34,000 /yr

- Federal Title IV-E funding is allowable as one of the funding sources for this training (***with the exception of CA/N investigations***) and would be distributed based upon our Cost Allocation Plan and the results of the Random Moment Time Study. The following activities are addressed in these training modules –
 - ✓ Referral to services;
 - ✓ Preparation for and participation in judicial determinations;
 - ✓ Placement of the child;
 - ✓ Development of the case plan;
 - ✓ Case reviews;
 - ✓ Case management and supervision; and
 - ✓ Recruitment and licensing of foster homes and institutions.

Southwest Missouri State University and Children's Division Rural Child Welfare Grant Project

As recipients of a 5 year grant, Southwest Missouri State University and the Children's Division are collaborating to design and deliver a series of training modules for staff in 33 rural counties in the southern region of Missouri. Competency based training modules such as domestic violence, sexual abuse; substance abuse, social work self-care, time management, and community resource development have already been provided in SFY05 or are scheduled to be provided in SFY06. A comprehensive evaluation process has been developed which includes various competency areas that are measured for those staff participating in the training. Upon final evaluation of the project, the Children's Division will examine the best way to integrate the training modules into the statewide professional development and training structure for front line staff and supervisors.

- Setting of the training activity - Contracted facility (i.e. hotel or agency conference rooms when possible)
- Duration category of training activity - part time (section 235.61)
- Provider of the training – Southwest Missouri State University faculty and Children's Division Professional Development and Training
- Approximate number of days /hours of the training – various one day modules provided 4 times per year
- Audience to receive the training - New Children's Division front line social services staff and supervisory staff.
- Description of the estimated total cost – approx \$2000 per year for CD trainer travel and printing/material costs; majority of training cost covered under SMSU grant
- Federal Title IV-E funding is allowable as one of the funding sources for this training (***with the exception of CA/N investigations***) and would be distributed based upon our Cost Allocation Plan and the results of the Random Moment Time Study. The following activities are addressed in these training modules –
 - ✓ Referral to services;
 - ✓ Placement of the child;
 - ✓ Development of the case plan;

- ✓ Case reviews;
- ✓ Case management and supervision

Clinical Skills for Supervisors Role Demonstration Model-University of Missouri, Columbia and Children's Division

As the recipients of a 3 year grant through the Southern Regional Quality Improvement Center for Child Protection, the University of Missouri-Columbia is working in collaboration with the CD and Prevent Child Abuse Missouri to develop and provide intensive clinical training and individual mentoring to 30 first line Supervisors in two sites, one rural (Southeast Missouri) and one metropolitan (St. Louis County). The designed approach focuses on a supervisor-as-teacher system in which actual and simulated demonstration of desired techniques and skills is emphasized. Supervisor's model case intervention behaviors and workers learn by observation, discussion and analysis of observed practice. Matched comparison sites have been selected and turnover, employee satisfaction, clinical performance, client outcomes and organizational climate will be regularly measured and compared using both standardized instruments and case audit techniques. Several modules of the training have been conducted. Additional modules of training are scheduled for SFY-06.

- Setting of the training activity - Contracted facility (i.e. hotel)
- Duration category of training activity - part-time (section 235.61)
- Provider of the training - University of Missouri - Columbia faculty and Children's Division Professional Development and Training staff
- Approximate number of days/hours of the training - 2-3 days per classroom session with approx. 3 sessions per year. OJT skill activities are also conducted
- Audience to receive the training - Children's Division supervisors in project sites.
- Description of the estimated total cost- approx. \$125,000 base rate per year (federal funding through Child Welfare Grant secured through UMC)
- Federal Title IV-E funding is allowable as one of the funding sources for this training and would be distributed based upon our CAP and the results of the Random Moment Time Study. The following activities are addressed in this training module –
 - ✓ Referral to services;
 - ✓ Preparation for and participation in judicial determinations;
 - ✓ Development of the case plan;
 - ✓ Case reviews; and
 - ✓ Case management and supervision.

Basic Orientation (Initial In-service) and Ongoing In-service Training for Supervisors

In addition to the University of Missouri-Columbia supervisor grant project and the Southwest Missouri State grant project for workers and supervisors, the Children's Division Professional Development and Training unit, in partnership with the

Department of Social Services Human Resource Center, is developing a comprehensive skills based training structure for front line supervisors. In SFY05, HRC began providing the 40 hour BOSS training (Basic Orientation Supervisory Skills) for new supervisors which includes the administrative aspects of supervision.

In SFY06, in addition to the HRC supervisor training, Children's Division will begin providing required Clinical Skills Training for Supervisors for new supervisory staff that has completed the HRC BOSS training. This training structure will provide the initial administrative and clinical training for supervisory staff within their first year as a new supervisor.

Competency areas such Leadership, the parallel process of being strengths based and solution focused, decision making, conflict resolution, case consultation, worker development and performance, ethical and liability issues, administrative duties, teamwork and teambuilding, conducting meetings, crisis intervention, community collaboration, boundary issues, mediation, and facilitating change are the focus of the training.

In addition, in SFY05, the Children's Division and HRC began offering a variety of in-service training modules to provide supervisors and managers with professional development opportunities beyond the initial first year training. Examples of the competency based modules offered include *Art of Negotiation*, *Effective Discipline*, *Effective Meetings*, *Employee Motivation*, *Managing Diversity Problem Solving*, *Teamwork*, and *Turning Conflict into Collaboration*. These in-service modules will continue to be offered in SFY06.

- Setting of the training activity - Contracted facility (i.e. hotel)
- Duration category of training activity - full-time during the initial in-service training which will have both classroom and OJT; part-time for the ongoing /continuing in-service modules (section 235.61)
- Provider of the training - Children's Division Professional Development and Training Unit and the Human Resources Center, Dept. of Social Services
- Approximate number of days /hours of the training - 3 weeks of initial in-service with weeks of OJT in between classroom sessions. Ongoing In-service modules will be approx 1-2 days in length. Multiple sessions will be conducted each year.
- Audience to receive the training - Children's Division supervisors.
- Description of the estimated total cost - approx. \$226,000 per year. Cost includes Children's Division sessions and the Human Resource Center management course offerings
- Federal Title IV-E funding is allowable as one of the funding sources for this training and would be distributed based upon our CAP and the results of the Random Moment Time Study. The following activities are addressed in this training –

✓ Development of the case plan;

- ✓ Case reviews; and
- ✓ Case management and supervision.

Domestic Violence Training

In SFY-05, the Children's Division, in conjunction with the Missouri Coalition against Domestic Violence (MCADV), conducted quarterly sessions of Domestic Violence training for new Children's Division and Family Support Division staff. This will continue to be offered quarterly in SFY-06. Approximately 280 staff attended the training as of this date.

- Setting of the training activity - Contracted facility (i.e. hotel)
- Duration category of training activity - part - time (section 235.61)
- Provider of the training - Coalition Against Domestic Violence staff and Children's Division Professional Development and Training
- Approximate number of days /hours of the training per session - 1 day
- Audience to receive the training - Children's Division and Family Support Division staff
- Description of the estimated total cost - approx. \$5,000 per year. (Grant funding secured through MCADV utilized to cover majority of training expenses).
- Federal Title IV-E funding is allowable as one of the funding sources for this training and would be distributed based upon our Cost Allocation Plan and the results of the Random Moment Time Study. The following activities are addressed in this training –
 - ✓ Referral to services;
 - ✓ Preparation for and participation in judicial determinations;
 - ✓ Placement of the child;
 - ✓ Development of the case plan; and
 - ✓ Case management and supervision;

STARS Pre-Service, In-Service, and Spaulding Train the Trainer

Training for resource families continues to be offered and conducted on a regular basis utilizing the training curriculum purchased from the Child Welfare League of America (CWLA). Foster PRIDE/Adopt PRIDE curriculum produced by CWLA is a part of Missouri's preparation of resource families which is called STARS, which means Specialized Training, Assessment, Resources, Skills, and Support. Staff training and Development provides the STARS Train the Trainer courses for local training teams. The local training team consists of a service worker, foster and/or adoptive parent and a supervisor of the team. The service worker and the foster/adoptive parent co-trains. The service worker also is responsible for conducting the family assessment need for licensure.

The CWLA curriculum has 10 in-service modules providing over 90 hours of training. Train the Trainer courses are conducted for the same local training teams noted above. These courses are conducted throughout the state.

In addition to STARS, adoptive parents are required to attend 12 hours of training, specific to adoption, and prior to licensure. The above teams are also trained to provide the Spaulding "Making the Commitment to Adoption" course.

All the above STARS and Spaulding Train the Trainer courses include contractors who provide the training and assessment of resource families. A total of approximately 314 trainees attended STARS Pre-Service, In-Service, and Spaulding Train the Trainer during SFY-05.

- Setting of the setting/venue of the training activity - Contracted facility or agency conference when possible
- Duration category of training activity - part - time (section 235.61)
- Provider of the training - Children's Division Professional Development and Training
- Approximate number of days/hours of the training per session - STARS Pre-service 2 weeks with one week in between sessions; STARS In-service (10 modules); Spaulding 3 days
- Audience to receive the training - Teaching foster parents, CD staff and contracted providers who provide local STARS/Spaulding training and assessment for prospective resource families.
- Description of the estimated total cost - approx. \$234,000 for all trainings/multiple sessions per year.
- This training is allowable as a Title IV-E activity to be matched at a 75% FFP rate and will be allocated by Missouri's IV-E penetration rate. The purpose of this training is to prepare foster parents for caring for children in the custody of the Children's Division to be placed and cared for in their homes. The following activities are addressed in this training –
 - ✓ Referral to services;
 - ✓ Preparation for and participation in judicial determinations;
 - ✓ Placement of the child;
 - ✓ Development of the case plan;
 - ✓ Case reviews;
 - ✓ Case management and supervision; and
 - ✓ Recruitment and licensing of foster homes and institutions.

Office of State Courts Administrator Training

In SFY-05, the Children's Division, in partnership with the Office of State Courts Administrator, jointly conducted training for Juvenile Court staff and Children's Division staff on child protection and juvenile court programs and issues as well as legislative changes impacting policy and practice in both agencies. The Children's Division and OSCA provided training on a variety of topics through OSCA technology such as video teleconferencing and web based training. In addition, in Spring 2005, a conference was held for Children's Division staff, Juvenile Court and Department of Mental Health staff. Training workshops on topics such as Legislative

Update HB1453, Open Hearings and Records, "Through the Eyes of a Child", Interstate Compact, Comprehensive Mental Health System, Chaffee Program, and Performance Improvement Plan were provided.

- Setting of the training activity – Contracted facility, University /Video Teleconference sites
- Duration category of training activity - part - time (section 235.61)
- Provider of the training –Office of State Courts Administrator and Children's Division Professional Development and Training
- Approximate number of days /hours of the training per session - 1 day
- Audience to receive the training - Children's Division staff and Juvenile Court staff
- Description of the estimated total cost - approx. \$100,000 per year.
- Federal Title IV-E funding is allowable as one of the funding sources for this training and would be distributed based upon our Cost Allocation Plan and the results of the Random Moment Time Study. The following activities are addressed in this training –
 - ✓ Referral to services;
 - ✓ Preparation for and participation in judicial determinations;
 - ✓ Placement of the child;
 - ✓ Development of the case plan; and
 - ✓ Case management and supervision.